RECRUITMENT MANAGEMENT

Project Charter

June 21, 2005
Version 1.1

Prepared For:

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Personnel Cabinet

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Recruitment Management

1. Project Overview Description

A pivotal function of the Personnel Cabinet is to provide counseling, testing and placement of qualified applicants on certified registers, which are ultimately provided to each agency within state government before a vacant position can be filled. Applicants who require a test must travel to the Frankfort office or visit one of twelve (12) regional test centers, by appointment only.

One of Governor Fletcher's initiatives, "Being Open for Business," helped generate the vision to expand accessibility and "Build Careers and Opportunities" for citizens of the Commonwealth. This project is designed to provide applicants with an opportunity to access the system from any computer connected to the internet; therefore, reducing the need to travel to Frankfort to apply for a position. Applicants will create accounts, submit and update resumes, update personal information and check the status of their application process online.

It is the intent of the Personnel Cabinet to implement a new web-based "Recruitment" System similar to other systems currently being used in the industry. The solution will be hosted by an Application Service Provider (ASP), and will maintain the current view of the Personnel Cabinet website using the Commonwealth logo and branding. Hardware, software and infrastructure will be furnished by the ASP. This concept will modernize existing technology, reduce paperwork for Recruitment Counselors and expand the hiring process to applicants in remote areas of the state.

The Recruitment Management System will interface with a third party contractor that will provide questions for positions requiring a test. The intent is to partner with the Education Cabinet to provide applicants an environment to test for positions, receive assistance creating resumes and enhance computer skills.

The future intent of the Personnel Cabinet is to open the recruitment system to educational institutions, local city and county governments, local state agencies, and to existing businesses and new businesses locating in Kentucky.

2. Impact Statement

This project will have a direct impact on the citizens of the Commonwealth who apply for posted positions or request to be placed on Registers. Applicants from all regions of the Commonwealth will apply for positions via a web-based application. The application will be electronically submitted to the Personnel Cabinet, resulting in a reduction of paper and a faster application process. Agency representatives will receive certified registers electronically and will be able to search for qualified applicants using specific knowledge, skills and abilities.

3. Assumptions

1. Processes involving applicants, state employees, cabinets and agencies in relation to hiring and recruiting will change to best practice recruitment standards.

2. Jobs and roles for staff performing recruitment activities will need to be redefined.

3. The number of applications from competitive applicants will increase across the state.

4. Ready access to a web-based, on-line application process will speed up processing time.

5. The project will have sufficient staff and time to implement the system.

6. Selected job specifications will be updated prior to implementation. All others will be reviewed and updated prior to HRIS implementation.

7. A strong communication plan will detail changes in the recruitment process.

4. Constraints/Risks

1. Inadequate identification of all critical processes in the current recruitment system.

2. Not identifying and implementing Change Management opportunities for internal and external stakeholders.

3. Testing partners not fully functional by the time Recruitment is ready for cutover.

4. Insufficient agency support for Recruitment system changes.

5. Project Scope/Context Diagrams

The State of Kentucky is the primary provider of government services to the citizens of Kentucky and all visitors to the state. State employees are located throughout the state within offices, branches and attractions.

Merit vacancies are filled from the competitive register as well as the internal mobility register. Merit employees are regulated by Kentucky Revised Statutes http://lrc.ky.gov/KRS/018A00/CHAPTER.HTM and Kentucky Administrative Regulations http://www.lrc.state.ky.us/kar/TITLE101.HTM

Non-merit vacancies are filled from a database operated by the Governor's office and follows a typical hiring process of submitting an application, interviews and selection.

The Personnel Cabinet will purchase recruitment services from an independent information technology firm. It is anticipated the commercial off the shelf (COTS) solution will require minimum modifications. Modifications to the package will only be considered if it involves a Commonwealth statute or regulation requirement that governs merit employees.

The State of Kentucky will select and implement a recruitment management solution that assists in managing its staffing processes in accordance with the following requirements:

- Streamline, automate and improve government processes.

- Web-based online application process where applicants can submit the application and resume to the Personnel Cabinet.

- "Easy to use" solution for applicants with little or no computer skills. Alternative solution processes will be provided for applicants when computer access is not available.

- A web-based portal with Commonwealth branding and logo.

- A workflow solution to the recruitment process.

- State-of-the-art security for applicant and employee personal information.

6.   Product Strategy

- The product will be an Application Service Provider (ASP) application accessible via a web-based secure internet site. Hardware, software, and infrastructure will be furnished and maintained by the ASP.

- Citizens of the Commonwealth will have access to the application from any location with internet access. The application will operate as other state-of-the art recruitment systems used in the industry today.

- Commonwealth staff members will map processes and the selected vendor will validate the processes upon arrival. "Desired state" processes will be developed and compared to the application to determine the gap.

- Specific project teams and members have been created. Please refer to the Project Structure (Attachment A).

- The new system will reengineer processes, be workflow driven and move the Personnel Cabinet hiring and recruitment processes to a state-of-the-art system.

7. Disclaimers – Out of Scope

Project scope does not include:

- Customization of legacy systems or the Recruitment system to accommodate current processes without prior agreement by Cabinet executive leadership in order to satisfy Kentucky Revised Statutes or Kentucky Administrative Regulations.

- Interfaces not identified in the Recruitment Statement of Work.

8. Measurable Project Objectives

Our goals are to make the recruitment process accessible to Commonwealth citizens, increase efficiencies and develop state government as a more attractive employer.

Improvements will be measured in the following areas. An Executive Dashboard will be created via the software.

- EEO statistics

- Number of test taken at partner sites including scores

- Customer walk-in traffic in Frankfort

- Customer walk-in traffic at partner sites

- Number of resumes and applications received

- Number of applications received from all counties

- Customers' (applicants, state employees, hiring managers and personnel executives) feedback using customer surveys

- Operational and production statistics reviewing resumes and applications

9. Major Project Milestones – Gantt Chart

- Establish contract / agreement with vendor
- Sign off on project charter
- Establishment of project teams
- Train project team
- Finalize agreement with testing and recruitment partners

- Develop and finalize Communications Plan

- Sign off on business requirements for non-merit system

- Sign off on business requirements for merit system

- Sign off on mandated Kentucky Revised Statutes and Kentucky Administrative Regulations

- Sign off on Job Specifications, Selection Method and Testing changes to the identified job classes to be changed

- Sign off on technical requirements

- Finalize System Testing Plan

- Implement System Testing Plan

- Finalize end-user Training Plan

- Implement end-user Training Plan

- Sign-off that system is implementation ready

- Execute implementation plan

- Post implementation – measure outcomes

10. Project Roles and Responsibilities

Recruitment	
Role	**Responsibilities**
Project Manager	Responsible for the development and/or maintenance of the Project Charter, Project Plan, Issues Log and supporting Project documentation; Resolves project problems and conflicts; Responsible for regular status reports to the Director and Project Sponsor; Escalates project issues as necessary; Responsible for working with the Vendor Project Manager to ensure the system is delivered on time and within budget; Responsible for working with Team Leads to coordinate project activities.
Business Process Owner(s)	Responsible for ensuring that the project has clear direction and support; Works with the Project Manager to implement the overall process approach; Provides resources to support selected teams; provides guidance to ensure successful project completion; makes operational business decisions for the project.
Business Process Team Lead	Responsible for working with the Business Process Team members to accomplish project

Recruitment	
Role	**Responsibilities**
	objectives; Ensures that tasks assigned to the team have been completed; Escalates team and project issues to Business Process Owner(s) and Project Manager.
Business Process Team Member	Responsible for performing the work to accomplish project objectives; Responsible for mapping and documenting all business processes; Assist in the identification of statute or regulation changes needed for successful implementation of Recruitment; Responsible for developing test scripts and following test procedures for acceptance testing; Recruitment Process Mapping Workgroups will complete "as – is" and "desired state" process mapping; Applicant Information Workgroup will develop a master list of general questions to be asked of every applicant; The Selection Method Workgroup (SMW) identifies minimum requirement and general questions asked of applicants for specific job applications. The SMW also will identify the tasks and methods needed to move a classification from Training and Experience to Qualifying.
Recruitment System Administrator(s)	Responsible for modifying the Recruitment system to create detailed job postings and appropriate work flow; Provides expertise to Project Manager and Business Process Owner(s) in capabilities of the system to implement new processes and procedures.
Business Partner Team Lead	Responsible for working with the Business Process Team to develop preliminary contract(s) or Memorandum of Agreement(s) (MOA) with Partner(s); Serves as primary contact for new Business Partner(s); Actively seeks partnerships to provide increased recruitment and testing opportunities; Actively works with the Business Process Team Lead to keep abreast of changes in business needs.
Business Partners Team Member	Responsible for quality assurance on the recruitment and testing processes administered by the Business Partner(s); Responsible for working with Partner(s) to ensure that contract or MOA requirements are being met; Serves as a liaison between the Personnel Cabinet and the

Recruitment	
Role	**Responsibilities**
	Partner(s).
Technical Support Team Lead	Responsible for working with the Project Manager and the Vendor to ensure that the Recruitment technical architecture meets Commonwealth standards; Responsible for providing the Project Manager with issues or concerns regarding the level of support for the new system; Actively seeks to provide the most efficient and lowest cost solution for the implementation and on-going maintenance of the Recruitment System.
Technical Support Team	Responsible for providing technical support activities to the Technical Support Team Lead and to the Recruitment Vendor.

11. Budget – Financial Summary

Annual License Fees for an Application Service Provider Recruitment Management System:

Costs	
Year 1 - ASP Pricing Annualized Software License Fee, Annual Hosting Fee, Annual Maintenance Fee - Term: June 1, 2005 – May 31, 2006	$337,000
Year 2 - ASP Pricing Annualized Software License Fee, Annual Hosting Fee, Annual Maintenance Fee - Term: June 1, 2006 – May 31, 2007	$337,000
Year 3 - ASP Pricing Annualized Software License Fee, Annual Hosting Fee, Annual Maintenance Fee - Term: June 1, 2007 – May 31, 2008	$337,000

Implementation Deliverables:

Payment Milestone	Deliverables	Cost
1	Deliverable 1 - Kickoff Meeting	$10,808
2	Deliverable 2 – Change Management and Implementation Analysis Document	$8,000
3	Deliverable 3 - Initial Enterprise Site and Talent Gateways (non-merit)	$42,616
4	Deliverable 4 - Production Enterprise Site and Talent Gateway (non-merit)	$42,616
5	Deliverable 5 - Production Enterprise Site and Talent Gateway (merit)	$75,232
6	Deliverable 6 - End of Post-Implementation Period	$8,808
	Total	**$188,080**

12. Charter Signatures

Name/Title: **Core Team Members** **Personnel Cabinet**	Signature	Date:
Wayne Harman, Deputy Secretary		
Carla Hawkins, Commissioner		
Brenda Brown, HR Projects Director		
Olivia Strickland, Merit Project Manager		
Dera Lindsay, Employment Testing Project Manager		
Tonya Brown, Governor's Non-Merit Project Manager		
Georgianne Reynolds, Director Division of Staffing Services		
Mary Elizabeth Harrod, Director Division of Employee Management		
Neal Lanham, Manager Systems Management		
Robert Schmidt, Executive Director Office of Employee Relations		
Melinda Sanford, HRIS Project Manager		
Christine Wilcoxson, Commissioner Department of Employee Insurance		

13. Attachment A Project Organizational Structure – Details

Personnel Cabinet Strategic Projects Organizational Structure

Project Governance

Enterprise / COT IT Management
Project Management Office
Project Manager : Denise Miller

Core Team
Lead: Brenda Brown
Members: Mary Elizabeth Harrod
Neal Lanham
Carla Hawkins
Wayne Harman
Christine Wilcoxson
Robert Schmidt / Mary Hook
Georgianne Reynolds

HR Consultants
Ann Baker
Nathan Frey
Randy Meek
Glen Tuggle
Mitt Salvaggio

Executive Steering Committee
Wayne Harman - Chair

Legal Review Team
Lead: Mark Honeycutt
Members: TBD

Financial and System Audit Review Team

Project Sponsor
Carla Hawkins

Project Director
Brenda Brown

Research Team
Leads: Jim Lambert & Kevin Shipp
Reporting Team
Lead: Melinda Sanford
Security Team
Lead: George Gamble
Quality Assurance
Lead: TBD
Technical Services
Lead: Travis Humphries

Agency Implementation Staff
Agency Implementation Staff
Agency Implementation Staff

Change Management Team
Communication Team
Lead: Tonya Brown
Training Team
Lead: Dera Lindsay
Agency Implementation Leads
Tiffany Yeast - Commerce
Jon Wertzler - Economic Development
Mark White - Education
Tommy Greenwell - Environmental & Public Protection
Randy Donahue - Environmental and Public Protection
Jamie Link - Finance and Administration
Larry Gillis - Health and Family Services
Stephanie Appel - Justice and Public Safety
Cindy Stivers - Personnel Cabinet
Carole Jarvis - Transportation

HRIS
Project Manager – Melinda Sanford
Business Process Owners –
Mary Elizabeth Harrod
Robert Schmidt
Christine Wilcoxson

Business Process Team
Payroll Process Workgroup
Business Lead: Carol Kelien
Project Lead: Kim Hatter
Members: Personnel Cabinet Staff
Agency Implementation Staff
Personnel Process Workgroup
Business Lead: Carolyn Bruce
Project Lead: Rebecca Billings
Members: Personnel Cabinet Staff
Agency Implementation Staff
Classification and Compensation Workgroup
Business Lead: Jim Lambert
Project Lead: Melinda Sanford
Members: Personnel Cabinet Staff
Agency Implementation Staff

Benefits Process Team
Health Insurance
Business Lead: Cindy Stivers
Project Lead: Beth Rangel
Member: Personnel Cabinet Staff
Agency Implementation Staff
Worker's Comp. and KEAP
Business Lead: TBD
Project Lead: Beth Rangel
Member: Personnel Cabinet Staff
Agency Implementation Staff
Life Insurance
Business Lead: Sharon Spencer
Project Lead: – Beth Rangel
Members: Personnel Cabinet Staff
Agency Implementation Staff

Employee Self-Service
Business Lead: Carol Kelien
Project Lead: Dera Lindsay
Members: TBD

Technical Support Team
Conversion/FileNet/Infrastructure/Interface
Lead: Travis Humphries
Members: Personnel Cabinet Staff
Agency Implementation Staff
COT Staff

Recruitment
Recruitment Project Manager – Olivia Strickland
Non-Merit Project Manger – Tonya Brown
Business Process Owners – Mary Elizabeth Harrod
Georgianne Reynolds

Business Process Team Leads
Karen Neeley and Marina Alford

Selection Method Workgroup
Leaders: Marina Alford & Kim Roush
Members: Personnel Cabinet Staff
Agency Implementation Staff
Recruitment Process Mapping Workgroup
Lead: Neil Popplewell
Members: Personnel Cabinet Staff
Agency Implementation Staff
Recruitment System Administrators
Neil Popplewell & Robbie Perkins

Notifications Workgroup
Lead: Kim Roush

Paper Process Workgroup
Lead: Robin Smith

Technical Support Team
Conversion/FileNet/Infrastructure/Interface
Lead: Travis Humphries
Members: Personnel Cabinet Staff
Agency Implementation Staff
COT Staff

Employment Testing
Project Manager – Dera Lindsay
Business Process Owner –
Georgianne Reynolds

Business Process Team Leads
Marina Alford and Kim Roush

Training / Knowledge Transfer to Partners
Lead:
Test Oversight and Gap Analysis
Lead:
Business Partners Team
Lead:
Employment Testing Process Mapping
Lead:
User Acceptance Testing
Lead: